

Workforce Planning Guidelines for FY2004-2008

Mission Direction

The organization will develop and maintain a workforce able to accomplish the BLM mission. The Bureau's program emphasis as described in the budget themes are as listed below. This emphasis should set priorities for assigning workforce resources.

- Recreation
- National Energy Plan
- National Landscape Conservation System
- Fire Plan
- Resource Restoration and Protection
- Homeland Security

Organizational Structure

- BLM will not engage in wholesale restructuring, but will reshape the organization to incorporate better business practices that provide more effective and efficient services and products.
- Workforce capability will be focused on providing frontline service delivery to citizens.
- Increase efficiencies using shared skills, facilities and resources through partnering (both internally and externally) and co-location with Forest Service and other Natural Resource agencies.

Process Alignment

- Workforce planning will be linked to strategic planning, budget, resource planning, performance management, resource management, business, fiscal, business architecture, and human resource management.
- Where practical, improve business processes before committing resources to accomplish work.

Skills Replenishment

- Succession planning for key positions will be accomplished using a national plan. The initial key positions are: Deputy Director, Assistant Directors, Office and Center Directors, State Directors, Associate State Directors, Deputy State Directors, and Field/District Managers.
- BLM endorses OPM's 27 leadership competencies are integral to mission success for all employees.
- Recruitment efforts for entry-level professional positions and SCEP's will be coordinated with the Assistant Director, Human Resources Management (AD-700).

- Strive to achieve a balanced workforce composed of permanent employees and supplemental workers so that their skills are available to meet changing work requirements.
- The BLM will utilize the opportunities for skills replenishment to reduce the existing level of under-representation of women and minorities.

Training and Development

- Leadership, supervisory, and managerial skills will be developed at all levels of the organization.
- Continuous improvement in technology will require workers to acquire and apply new skills.

Management

- All workforce planning decisions will consider the impact on workforce diversity.
- The Bureau will annually update its human capital management plans.
- The BLM will strategically manage human capital assets of worker skills and knowledge to accomplish work requirements.
- Organizational business decisions will incorporate employee considerations within the context of the needs of the organization.
- Contracts will be based on quality performance at a reasonable cost, creating a competitive market place. The majority of the contracts will be performance-based.
- Workforce planning is effective and sustainable when line management and human resource professionals work in partnership and engage all stakeholders and customers.
- Workforce planning will be consistent with funding.
- Workforce diversity will continue to be Departmental and Bureau priorities.
- The Bureau will review 15 percent of its 2,500 positions associated with commercial activities by the end of FY 2003.